

**RESPONSIVENESS OF RESTAURATEURS TOWARD IMPLEMENTATION  
OF ENVIRONMENTALLY FRIENDLY PRACTICES: THE CASE OF  
INDEPENDENTLY OWNED CASUAL UPSCALE RESTAURANTS IN  
PENANG**

**By**

**ANIDA ISMAIL**

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## ABSTRAK

Kajian mengenai pengurusan alam sekitar dalam industri restoran adalah amat terhad. Salah satu kemungkinan perkara ini berlaku adalah kerana aktiviti perniagaan restoran hakmilik persendirian disalahangap tidak memberi impak yang mendalam terhadap kemerosotan alam sekitar. Kajian ini menyangkal tanggapan tersebut dengan mengkaji kajian-kajian sebelum ini yang berkaitan dengannya. Dengan bertabirakan beberapa rencana berkaitan dengan operasi restoran, kajian ini mengupas kesan-kesan operasi restoran terhadap alam sekitar, dan tindakan-tindakan yang dapat dilaraskan untuk menjadikan industri ini menjadi lebih mesra alam.

Kajian ini menyiasat pendorong atau penghalang yang mempengaruhi reaksi sambutan pengusaha-pengusaha restoran terhadap amalan mesra alam. Faktor-faktor dalaman organisasi yang dikenalpasti adalah: pengurusan atasan, pertimbangan kos dalam melaksanakan amalan mesra alam dan kekuatan penglibatan pekerja. Faktor-faktor luar organisasi adalah: undang-undang alam sekitar, rangkaian bekalan mesra alam, kelebihan daya saing (tekanan perdagangan) dan kehendak pelanggan dan komuniti.

Hasil penemuan daripada tinjauan yang melibatkan 26 pengusaha restoran santai bertaraf tinggi di Pulau Pinang, dengan temubual bersama lima daripada pengusaha-pengusaha restoran tersebut, pegawai-pegawai kerajaan, wakil organisasi bukan kerajaan dan ahli perniagaan kitar semula dilaporkan dalam kajian ini. Keputusan hasil penemuan menunjukkan praktis-praktis mesra alam tidak diamalkan dikalangan pengusaha-pengusaha restoran. Pengusaha-pengusaha restoran bersikap agak terbuka terhadap konsep menjalani operasi yang mesra alam tetapi keberatan untuk menyerap kos dalam melaksanakan sistem pengurusan alam sekitar. Pada masa yang sama, kekangan perlaksanaan amalan mesra alam ditambah dengan undang-undang mesra alam yang tidak dikemaskinikan dan penguatkuasaan yang tidak agresif, rangkaian bekalan mesra alam yang tidak konsisten yang berkepelbagaian; ketiadaan tekanan perdagangan; dan kesedaran alam sekitar yang lemah dikalangan pelanggan dan masyarakat, maka tidak memberi tekanan kepada pengusaha-pengusahaan restoran untuk melaksanakan amalan mesra alam.

Usaha untuk memahami mekanisme dan pendorong-pendorong serta penghalang-penghalang utama adalah perlu untuk membantu mengkonsepsikan rangka kerja teori perlaksanaan amalan mesra alam yang bersesuaian dengan restoran-restoran kasual bertaraf tinggi di Pulau Pinang khususnya, dan rangka kerja teori ini berpotensi untuk dikembangkan kepada segmen restoran yang lain. Khususnya, kajian ini juga menonjolkan reaksi sambutan pengusaha-pengusaha restoran terhadap perlaksanaan amalan mesra alam di dalam konteks sebuah negara membangun

**Kata-kata kunci:** restoran, amalan alam sekitar, pendorong, penghalang, negara membangun

## ABSTRACT

The study of environmental management in the restaurant industry has been few and far between. One of the reasons could be due to the solitary nature of the restaurant, which unless under a chain or franchise, is usually privately owned. Being an independent small enterprise, a restaurant's impact on degradation of the environment could perhaps be underestimated. This study contradicts this postulation by looking at the various literatures that discuss restaurants' effect on the environment and the measures available to help the industry be more environmentally friendly.

The purpose of this study is to examine internal and external drivers and barriers that may contribute to the responsiveness of restaurateurs toward implementation of environmentally friendly practices (IEFPs). Several internal organizational factors are found to influence the propensity of IEFPs in the restaurant business: top management, cost considerations to implement environmentally friendly practices (EFPs) and employee connectedness. The external organizational factors are: environmental law and regulations, green supply chain, competitive advantage (trade pressure), stakeholders' (i.e. customers and community) demands.

This study reports the findings from a survey administered among 26 restaurateurs of the casual upscale type in Penang, supplemented with interviews conducted with five of the restaurateurs, government officials, a NGO representative and recycle business operators. The findings show IEFPs deficiently exists in the restaurant sector. Restaurateurs are rather receptive toward the concept of IEFPs but are reluctant to invest in an Environmental Management System (EMS). In addition, the espousal of IEFPs is impeded by archaic environmental laws and regulations coupled with little enforcement by authorities; scarce and intermittent green supply chain; nonexistent trade pressure; and poor environmental awareness among customers and community, hence diminishing demand for restaurateurs to implement EFPs.

An understanding of the mechanisms and key drivers and barriers to implement EFPs can facilitate the conception of a feasible framework fitting for independently owned upscale restaurant in Penang specifically, and can potentially be expanded to suit other segments in the restaurant industry. In this instance, the study also depicts the responsiveness of restaurateurs towards IEFPs in the context of a developing country.

**Keywords:** restaurant, environmentally friendly practices, drivers, barriers, developing country

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## **LIST OF ABBREVIATIONS**

|                 |   |
|-----------------|---|
| ASEAN           | Association of Southeast Asia Nations               |
| BESR            | Business Environmental and Social Responsibility    |
| BN              | Barisan Nasional                                    |
| CEPAT           | Citizens for Public Transportation                  |
| CERES           | Coalition for Environmentally Responsible Economies |
| CFCs            | Chlorofluorocarbons                                 |
| CGCM            | Canadian General Circulation Mode                   |
| CHA             | Caribbean Hotel Association                         |
| CO <sub>2</sub> | Carbon Dioxide                                      |
| CSR             | Corporate Social Responsibility                     |
| CTO             | Caribbean Tourism                                   |
| DBKL            | Dewan Bandaraya Kuala Lumpur                        |
| EDF             | Environmental Defense Fund                          |
| EIA             | Environmental Initiative Association                |
| ELOC            | Environmental Locus of Control                      |
| EM              | Ecological Modernization                            |
| EMAS            | European Eco Management & Audit Scheme              |
| EMS             | Environmental Management System                     |
| GDP             | Gross Domestic Product                              |
| GEC             | Global Environmental Centre                         |

|        |   |
|--------|---|
| GHI    | Green Hotels Initiatives                            |
| GRA    | Green Restaurant Association                        |
| GSC    | Green Supply Chain                                  |
| GSCM   | Green Supply Chain Management                       |
| GTA    | Green Tourism Association                           |
| IUM    | International Islamic University Malaysia           |
| ISO    | International Organization for Standardization      |
| MASTIC | Malaysian Science and Technology Information Center |
| MDOA   | Malaysian Department of Agriculture                 |
| MLA    | Meat Livestock Australia                            |
| MPPP   | Majlis Perbandaran Pulau Pinang                     |
| MPSP   | Majlis Perbandaran Seberang Perai                   |
| MOCAT  | Ministry of Culture, Arts and Tourism               |
| MOSTE  | Ministry of Science, Technology and Environment     |
| MPI    | Meeting Professionals International                 |
| NGO    | Non-Governmental Organization                       |
| UPM    | Universiti Putra Malaysia                           |
| PDC    | Penang Development Centre                           |
| PEWOG  | Penang Environment Working Group                    |
| PSG    | Penang State Government                             |
| SAM    | Sahabat Alam Malaysia                               |
| SERI   | Socio Economic & Research Institute                 |

|          |  |
|----------|--|
| SMEs     | Small Medium Enterprises                           |
| STEP     | Sustainable Transport Environment for Penang       |
| U.S. EPA | United States Environmental Protection Agency      |
| UGT      | Urban Green Tourism                                |
| UNIDO    | United Nations Industrial Development Organization |
| WTO      | World Trade Organization                           |

## CHAPTER 1

### 1.1 Background of the Study

The impact of development and industrialization over the century, had taken a definite toll on the environment. Human activities had unwittingly contributed to global warming and decrease in the ozone layer (Llaurado, 1994), along with the widespread practices of capitalism and demands for commercialization of commodities to complement modernized lifestyle, apparent in cultured societies that are governed by a system dominion over nature through intensive agriculture, exploitation of minerals, fisheries and forest products (Reagan, 2006).

Environmental disasters caused by corporations' negligence which raised public's concern and awareness had begun as early as in the 1960's (Kotler, Bowens & Makens, 2006). One of the incidents that could have propelled this awareness was the case of Shell allegedly destructing thousands of acres of land of the Ogoni-the people of Nigeria in 1958, and their on-going conflicts that is still reported to date (Wheeler, 2002). In response to these environmental 'accidents', there has been an emphasis on companies to run their business responsibly (Saha & Darnton, 2005). This business practice is coined the term Corporate Social Responsibility (CSR) depicting business approaches that are concerned with society's well-being (Lamb, Hair & McDaniel, 2004).

Initial reaction to environmentalism would usually appeal to the conscience. The idea of "doing my bit" for the world is a natural response to the notion of preserving



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